MANPOWER DEVELOPMENT CERTIFICATE PROGRAM

APPLICATION FOR ADMISSION TO THE PROGRAM

I wish to apply for admission to the Manpower Development Certificate Program offered in co-operation with the Ontario Society for Training and Development. My qualifications are as follows:

☐ I am able to meet the general admission requirements of the University of Toronto (grade 13 transcript enclosed).

or ☐ I am of mature age (25) and have obtained a minimum of 60% in at least one grade 13 subject (birth certificate and grade 13 transcript enclosed).

or ☐ I am of mature age (25) with experience in the fields covered by the program (birth certificate and letter outlining work experience enclosed).

Date .....

Signature .....

BUSINESS & PROFESSIONAL COURSES

DIVISION OF EXTENSION
UNIVERSITY OF TORONTO
84 QUEEN'S PARK
TORONTO 5, ONTARIO

Motivation Workshop
J. GRANT
This course is intended for middle management to provide a workshop in which various theories of motivation in industry and their application may be discussed. Such topics as the following, and others contributed by participants, will be covered:
- Reaction to change and how to manage it
- Performance reviews as a motivational tool
- The effect of supervisor behaviour on motivation
- Need satisfaction on the job

RECOMMENDED READING: S. Gellerman, *Motivation and Productivity*. American Management Association (1963). S. Gellerman, *Management by Motivation*. American Management Association (1963).
Mondays, commencing October 7, 7:30-9:30 p.m., Room C, Teefy Hall, St. George Campus.
$50.00 — 10 sessions

Statistics and Individual Differences
L. WEVRICK
This course is designed to give personnel staff a better understanding of the statistics involved in personnel management. It will also deal with the application of statistical techniques to problems in selection, evaluation, and counselling. Topics to be covered are:
- Graphical Display of Data
- Descriptive Statistics
- Sampling Techniques
- Individual Differences
- Assessment Techniques
- Age and Sex Variables
- Problems in Psychological Testing

TEXTS: L. E. Tyler, *Tests and Measurements*. Prentice-Hall (1963) (paperback). P. B. Moroney, *Facts for Figures*. Pelican (Longmans) (1964).
Mondays, commencing September 23, 6:00-8:00 p.m., 406 Carr Hall, St. George Campus.
$36.00 — 12 sessions

An Overview of Personnel Administration
L. WEVRICK
This course should prove useful to individuals who have just entered or are interested in entering the personnel field. Also, for individuals in supervisory positions, the course will provide an appreciation of the personnel department's role in a business organization.
As an introduction to the field of Personnel Administration, the course covers the major personnel activities by means of lectures, class discussions and analysis of case studies. Pertinent findings from the social sciences and human relations studies will be covered.
Topics to be covered include:
- The relationship of the personnel function to the rest of the organization
- The personnel administrator's job in manning the operation — recruitment, selection, and placement
- Evaluating jobs and personnel — wage and salary administration, performance appraisal
- Training and developing people
- Communications — interviewing and counselling
- Current labour relations problems and trends
- Implications of technological change — manpower planning

Registration will be limited to 50 students.
TEXT: E. H. Schein, *Organizational Psychology*. Prentice-Hall (1965).
Mondays, commencing January 6, 1969, 6:00-8:00 p.m., 406 Carr Hall, St. George Campus.
$39.00 — 13 sessions

General Information

REGISTRATION: Students may enrol by completing the application form on the final leaf of this brochure. Enrolment may be by mail, or in person at the Division of University Extension, Room 201, 84 Queen's Park, Toronto 5, from 9:00 a.m. to 5:00 p.m., Monday to Friday. During the month of September and the first week of October, the Business and Professional Section will remain open on Tuesday and Thursday evenings until 8:30 p.m. to accept registrations. The telephone number is 928-2400.
Fees are payable in advance and no registration is complete otherwise. Cheques or money orders should be made payable to the University of Toronto.
All courses are subject to change of time and place before the beginning of the term. Students will be notified of any change.
Early application is advised to ensure admittance, especially for those applicants who are new to the program.

REFUNDS: Refunds will be considered only if they are requested in writing before the second lecture of the course is given. Because of the cost of making adjustments, a charge is made for each refund. Requests for refunds must be accompanied by admit-to-lecture cards and the official receipt.

SPRING PROGRAM: Some of the courses in this program may be available again during the 1969 Spring Program which will be conducted from April to July, 1969. The Spring Program brochure will be available in February.

Pur U Ext 22-8-74

UNIVERSITY OF TORONTO
DIVISION OF EXTENSION

Certificate Program in

Manpower Development

1968-69

offered in co-operation with the
Ontario Society for Training and Development

The Program

The Manpower Development Certificate Program is a co-ordinated program of courses designed to help people in organizations understand and develop the training function. It is intended for those directly involved in the task of planning and organizing employee training and manpower development.
The program is for students who are capable of taking courses at the university undergraduate level.
A certificate of achievement will be awarded by the ONTARIO SOCIETY FOR TRAINING AND DEVELOPMENT upon successful completion of six full courses, or equivalents, as outlined below under the heading "The Certificate."

ADMISSION TO THE PROGRAM
Applicants:
(a) must be able to meet the general admission requirements of the University of Toronto (i.e. with complete grade 13)
or (b) must be of mature age (25) and have obtained a minimum of 60% in at least one grade 13 subject
or (c) must be of mature age (25) with suitable experience in the fields covered by the program

THE CERTIFICATE
Candidates for the certificate:
(a) must be employed in personnel work, training programs or related work
and (b) must attain a "C" grade (i.e. 60%) or better in at least 4 of 6 full courses, or equivalents, and a pass in all of them
and (c) must make application to the ONTARIO SOCIETY FOR TRAINING AND DEVELOPMENT enclosing a statement of their program records and grades, as prepared by the Division of Extension, University of Toronto

COURSES
Obligatory
Organizational Psychology
Adult Learning and Teaching
Training and Developing Personnel (Principles and Methods)
Communications
Industrial Management
Optional
An Overview of Personnel Administration (half course)
Statistics and Individual Differences (half course)
Interviewing and Counselling
Human Relations and Human Organization—I
Motivation Workshop (half course)

The course order shown above is recommended to students; obligatory courses should be taken first. A detailed description of each course follows.

Manpower Development Program

Course Descriptions

The courses described in this brochure are all open on an individual basis to the general public.

Organizational Psychology

K. A. CASSAC

Behavioural scientists have developed a body of knowledge in the area of human behaviour that can be applied usefully to the management of organizations, whether industrial, business, government, voluntary or hospital.

This course is intended primarily for employees in the personnel field; interested middle management may also enrol.

The course deals with the experiences, researches and theories of experimental psychology, social psychology, clinical psychology, sociology, and organizational science that bear on problems of organizational life. Areas dealt with include the history of organizational psychology; development of modern management concepts; behaviour of individuals in terms of motivation, personality development, perception, attitude formation and learning theory; inter-personal relations, influence processes, communication, leadership styles; group behaviour; role behaviour; decision-making and problem solving; systems model of organizational behaviour; stress, defense mechanisms, maladjustment and maturity; psychological testing.

Discussion of areas of application will include selection, training, performance, appraisal, counselling and personnel research.

TEXT: H. J. Leavitt, *Managerial Psychology*. 2nd. ed., University of Chicago Press (1964) (available in paperback).

Thursdays, commencing September 26, 6:00-8:00 p.m., 404 Carr Hall, St. George Campus.

$75.00 — 25 sessions

Adult Learning and Teaching

R. DEVLIN

This course is designed for men and women who are involved in the education or training of adults in business, industry, professional and vocational training programs, educational institutions, religious institutions, government, libraries, armed services, and other organizations. The members of this course will consider the following topics: setting objectives, the function of the instructor of adults, instructional methods and techniques, evaluation, and some psychological characteristics of adults. Members will be encouraged to relate this knowledge to their own professional responsibilities. The instructor will attempt to use methods suitable for an adult group including reading, brief lectures, discussion, mimeographed handouts, and observation.

Those who wish to receive a letter of recognition in the course will submit a variety of brief written assignments, usually requiring thoughtful reaction to the reading and discussion. There will be no tests and one optional examination. The only requirement for admission to this course is a desire to increase one's own competence in helping adults learn.

Registration will be limited to 30 students.

PREREQUISITE: *'Organizational Psychology'*

TEXT: J. R. Kidd, *How Adults Learn*. Association Press (New York) or G. R. Welch (Etobicoke) (1959).

Wednesdays, commencing September 25, 6:30-8:30 p.m., 314 Galbraith Building, St. George Campus.

$75.00 — 25 sessions

Training and Developing Personnel (Principles and Methods)

A. JOMA

Training is a dynamic, planned effort to help an employee to do a better job. The principles and methods that lead to improved performance apply as much to formal training programs as to the employee-supervisor-management relationships.

This course will provide the instructor with up-to-date tools to solve specific training problems. It will help the supervisor and the manager in developing his subordinates, and enable him to use the learning-training-development principles for better satisfaction of the wants of his men and the needs of his organization.

The course emphasizes modern teaching concepts and student involvement in group discussions, teaching, assignments, workshop sessions, and studies of effective in-company programs. This way, much of the course content will be transformed into practical knowledge and skills, preparing the way for results-oriented training programs and more efficient performance on the job, be it instruction or supervision or both.

A wide variety of training methods and teaching aids will be used to learn more about:

- Relating organizational needs to training objectives
- The learning-teaching transaction
- Lesson and program planning
- Principles of verbal and written communication
- On-the-job training
- Content of pre-supervisory and supervisory training courses
- Principles of manpower and management development
- Testing and evaluation of results
- Preparation and effective use of: case study, role play, films and slides, tape recording, overhead projection, flip charts, et cetera
- Self-development

PREREQUISITE: *'Adult Learning and Teaching'*.

TEXT: T. B. A.

Wednesdays, commencing September 25, 7:00-9:00 p.m., 403 Carr Hall, St. George Campus.

$75.00 — 25 sessions

Communications

A. F. COLLACO

The aim of this course is to increase the students' knowledge, understanding and skill in communicating effectively.

The concepts and processes of face to face communications, as well as communications in small and large groups will be examined in depth. The course will deal with the mechanics and problems of oral and written communications as well as the relationship between communications and behaviour. Some of the barriers to effective communications will be examined and some techniques will be developed to help in overcoming these barriers and in improving communication skills. Emphasis will be placed on practising these skills.

The course consists of four main topics or emphases: writing, reading, speaking, and listening.

TEXT: none

Wednesdays, commencing September 25, 7:00-9:00 p.m., 216 Galbraith Building, St. George Campus.

$75.00 — 25 sessions

Industrial Management

W. T. NUTSON

This study of the principles and techniques of industrial management divides broadly into two general areas:

An introduction to modern management thought with the subsequent emphasis on people, both manager and those managed, relative to organization research and theory, motivation, incentives and morale, policy formulation, planning and decision making;

A broad introduction to the physical make-up of an industrial organization. In this second category, there will be a discussion of line and staff functions, with their interrelationship.

The significance of good control as a function of industrial engineering, production planning and accounting will be amplified.

Registration will be limited to 50 students.

TEXT: W. W. Haynes and J. L. Massie, *Management — Analysis, Concepts, and Cases*. Prentice-Hall (1964).

Thursdays, commencing September 26, 7:30-9:30 p.m., 221 Galbraith Building, St. George Campus.

$75.00 — 25 sessions

A 6 Course Certificate Program

Human Relations and Human Organization — 1

M. WILSON

The purpose of this course is to provide those attending with a means of developing their relationship skills. It is intended for persons who are interested primarily in making practical improvements rather than in the mastery of a body of theoretical knowledge.

Often such skills develop best in a learning situation which allows participants to explore new ways of looking at problems and working with others. Consequently, while some lecture and demonstration material will be presented, discussion techniques will be used extensively. An informal atmosphere which promotes a free exchange of experiences and increased sensitivity to others will be encouraged. There will be no examination, but participants will be expected to undertake a number of self-assigned experiments to test different approaches in their own settings.

This course will be of particular interest to persons preparing themselves for broader responsibilities. Participants should have a good management background. Registration will be limited to 25 students.

PREREQUISITE: Registrants are required to submit a brief resume of their experience along with their application form.

TEXT: none

Mondays, commencing October 7, 7:00-9:30 p.m., Committee Room, Falconer Hall, St. George Campus.

$75.00 — 20 sessions

Interviewing and Counselling

J. C. CHISHOLM

This course is designed for personnel who are working as interviewers or counsellors and for those who view the interview as an important auxiliary skill required in their job. Supervisors, managers, and personnel workers should find the skills gained in this course particularly useful.

Course content will include both theory and practice with emphasis on application.

Students will be given the opportunity to practice these skills in the classroom setting through role playing, observation, and practice exercises. The types of interviews covered will be those commonly used in a business and industrial setting: i.e. employment, termination, corrective, promotion, appraisal and counselling.

Registration will be limited to 30 students.

TEXT: R. L. Kahn and C. F. Cannell, *The Dynamics of Interviewing*. J. Wiley and Sons (1957).

Tuesdays, commencing September 24, 7:30-9:30 p.m., Committee Room, Falconer Hall, St. George Campus.

$75.00 — 25 sessions

MANPOWER DEVELOPMENT CERTIFICATE PROGRAM

APPLICATION FOR COURSE REGISTRATION

COURSE .....

Night and Campus .....

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Mr.
Mrs. .....
Miss Name (Please Print)

Address .....
Number & Street City Province

Company .....

Position .....

Business Address .....

Home Telephone ..... Business Telephone .....

FEE ENCLOSED: $..... Cash ☐ Personal Cheque ☐ Company Cheque ☐

To be valid each application form must be accompanied by tuition fees in full.
Cheques must be made payable to the University of Toronto.

Date ..... Signature .....

OFFICE USE
R. No. .....
C.A. .....

Send To:
BUSINESS & PROFESSIONAL COURSES
DIVISION OF EXTENSION
UNIVERSITY OF TORONTO
84 QUEEN'S PARK
TORONTO 5, ONTARIO